

S E C R E T

DDA 85-0116/1

23 JAN 1985

MEMORANDUM FOR: Deputy Director for Intelligence

FROM: Harry E. Fitzwater  
Deputy Director for Administration

SUBJECT: Space - Present and Future

REFERENCE: Memo to DDA from DDI, dtd 10 January 1985,  
Same Subject (DI# 00-122-85)

Bob,

1. You and Helene Boatner have both written recent memorandums citing Directorate of Intelligence (DI) space requirements of 45,000 to 62,000 square feet through 1987 and have solicited the help of the Office of Logistics (OL) and the Deputy Director for Administration (DDA) in meeting those requirements. I am concerned, however, because both memorandums contain statements or implicit assumptions which are at odds with my own understanding of how and why the current space shortage developed, where we will be when the new building is complete, and what options are available to solve the current dilemma. Certainly some major space decisions do confront the Agency, and I hope that in providing my own views it will at least let us focus on areas of misunderstanding or difference so they can be addressed and a course of action agreed upon.

2. At the time the present Headquarters Building was constructed we occupied some [ ] buildings in the Washington metropolitan area and hoped to consolidate all of our personnel in the Headquarters Building when complete. However, the Agency was in a period of growth and our population, as well as actual building and associated highway costs exceeded that anticipated. As a result we found it necessary to retain approximately [ ] major buildings. History is repeating itself and again we are in a period of personnel growth which exceeds that which was anticipated (or at least approved) at the time the design for the new building was completed. If you recall, the new building was designed for estimated 1983 personnel figures and 1987 non-office space requirements. Already decisions have been made to retain [ ] Buildings for use by OSO, [ ] Building for the use of OTE and possibly FBIS, and I personally feel certain that before we are through it will be necessary to retain that portion of the [ ] Building occupied by the Agency, as well as [ ] Building and possibly [ ] Building. In addition, there were a number of buildings which were never anticipated for consolidation at Headquarters, including [ ] NPIC, NIESO, [ ] and a host of smaller operational spaces.

3. With the occupancy of the new building, backfill space of approximately 92,000 square feet will be made available in the present Headquarters Building. However, this space will be used for the consolidation

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25X1 of outlying elements such as OIA, OGI, OGC, IG, [ ] OMS, etc., not for expansion by any elements currently in the Headquarters Building. In fact, we already have requirements for consolidation which exceed the backfill space available. Lest there be any doubt in your mind, the following is a list of these units and the space they currently occupy:



25X1 In addition to the above, IMS, [ ] and CCS of the DO are presently planning to move personnel currently occupying 26,000 square feet in the Headquarters Building to [ ] in the next few months. They, of course, will expand immediately into this vacated space, and when we move them back from [ ] they will, of course, need 26,000 square feet of additional space in the Headquarters Building. These total 136,300 square feet which must be contrasted with 92,000 square feet available.

4. Hence, it is clear that your objective of obtaining another 45,000 to 62,000 square feet cannot be met under current planning and one of the following options must be pursued (there may be others):


a. Additional space must be constructed at the Headquarters compound beyond that currently planned. While technically easy to accomplish, this may not be feasible in terms of either funds available to the Agency or political considerations.



b. Some of the elements concurrently designated to go into the new building or into backfill space in the old building must remain outside, preferably in space already under lease by the Agency. While less expensive and perhaps more politically acceptable, this option also involves the expenditure of funds well in excess of that available in any one directorate and raises major space issues as to who stays and who goes. It remains to be decided whether the Agency would be better served by sharing the space shortfall equally among all of the directorates or whether it would be better for several of the directorates to remain off the compound as is largely the case today for the DDA and the DDS&T.

5. By now you should have received a memorandum from the DDCI outlining a decision to put the Headquarters compound under configuration control. While such an approach has major benefits in terms of technical systems within the

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building, it also has possibilities for resolving the space dilemma. In fact, we are asking that the first item of business for the new Headquarters Management Group (HMG), of which you are a member, be to develop a course of action and make some decisions on the space issues described above. Over the years OL's major problem has not been in constructing or leasing space, but in never being able to get senior management to make binding space decisions so we can proceed. Hopefully, the HMG will succeed where all of our past efforts have failed. I hope you, by virtue of your participation in that group, can make the decisions which will permit us to do our job, and, one way or another, get the space you need.

  
Harry E. Fitzwater

D/L:fjs  (16 Jan 85)  
Rewritten:DDA/HEFitzwater:be  (22 Jan 85)

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Ref: DDA 85-0116

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SECRET

DI# 00-122-85

XR 84-3562

84-3674

CIA Registry

85-0116

10 JAN 1985

DDIA REGISTRY

FILE: 45-17

MEMORANDUM FOR: Deputy Director for Administration

FROM: Robert M. Gates  
Deputy Director for Intelligence

SUBJECT: Space -- Present and Future Needs

*Harry*

1. As you know full well, the space needs of the DI are acute. I greatly appreciate your recent help in finding additional space for the Arms Control Intelligence Staff, which was one of many pressing needs. We have just completed a survey of our components to determine their requirements and found a minimum shortfall now of over 21,000 square feet; using the space standards developed by OL, the current shortfall is over 27,000 square feet. By 1987 we will need 45,000 to 55,000 square feet, not including the space OIA will need when it moves from  to the new building.

2. Given OL's most recent estimate that some 92,000 square feet in this building will be vacated when the new building is ready for occupancy, it appears that we can look forward to most of the space we need in order to provide decent accommodations for our people in 2 1/2 to 3 years. The problem, then, is to cope as best we can in the meantime. My proposal on the P&PD building should be seen in that light, as should our recent request to OL for space outside the building.

3. Our ability to do anything on our own behalf is pretty much exhausted. I made some decisions last week about the allocating of space being vacated by the Senior Review Panel that were very painful -- painful because they leave several of our offices in very bad shape and with no hope of relief unless new space can be found. A recent survey by the Architectural Design Staff of one part of the Office of European Analysis, for example, concluded that only one desk could be added in an area where seven additional analysts are due to EOD in the next six months. OGI is forming a new branch for which it has no space. Similar problems are arising throughout the DI as our strength increases.

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SUBJECT: Space -- Present and Future Needs

4. Our present and projected needs have been submitted to OL, and I am confident that the Logistics people will do their best to be helpful. But I would like to solicit your personal commitment to:

- o consider any proposal from any source that might alleviate our overcrowding.
- o bear pressing DI needs in mind as any decisions are made about use of space that becomes available in the next two or three years, and
- o do whatever you can to ensure that the space to be vacated in this building does not shrink further as a result of intervening decisions.



Robert M. Gates

Harry — I want to ensure that as decisions are made on allocation of freed space in this building when the new one is occupied, DI needs are adequately taken into account. We're in bad shape outside of SORA and OEA, and getting worse.

Rg.

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DDI 00123-85

10 JAN 1985

MEMORANDUM FOR: All DI Employees

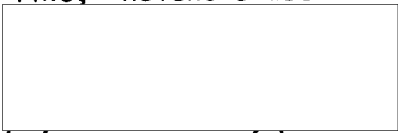
FROM: Robert M. Gates  
Deputy Director for Intelligence

SUBJECT: Space

1. I am acutely aware that the total working space available to DI employees is very limited and that critical space shortages exist in particular parts of the Directorate. We have taken several initiatives that may result in a small amount of additional space in the near term, but I cannot make any promises at this point. We can, however, look forward to substantial relief when the new building is completed.

2. Our problem, therefore, is to get through the next two to three years with as little discomfort as possible. Various components are working with the Architectural Design Staff of the Office of Logistics to improve office layouts. Most offices are moving toward open floor plans and self-contained workstations -- an arrangement that makes the most efficient use of space, improves ventilization, and diffuses natural light. We will soon be conducting a campaign to encourage elimination of unsightly, space-consuming clutter. We are pressing for rapid completion of renovations that will alleviate space pressures in some areas.

3. Management, however, needs your help -- particularly any ideas you have on ways to improve our use of space. These might involve space layout, the kinds of workstations, transfers of functions, work schedules, or a variety of other changes. I ask each of you to think about new approaches to space use in areas you are familiar with. Please send any ideas to Helene Boatner, Director of the Office of Management, Planning and Services, Room 2F42 Headquarters, by the end of January. These suggestions can be as formal or informal as you choose. To minimize the time and paperwork involved, you can use the AIM system if you like; Helene's userid is

  
Robert M. Gates

ADMINISTRATIVE - INTERNAL USE ONLY

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2.	DDA	<i>[Signature]</i>	14 JAN 1985
3.			
4.	EO/DDA	EM	1/15
5.			

Action	File	Note and Return
Approval	For Clearance	Per Conversation
As Requested	For Correction	Prepare Reply
Circulate	For Your Information	See Me
Comment	Investigate	Signature
Coordination	Justify	

## REMARKS

~~Harry~~

OK

Let's discuss thoughts you have and  
 I will prepare a response for your signature.

D/L

talked to Dan 15/1  
 He will give honest  
 straight forward  
 response.

cc: D/LOGISTICS

sent 1/14/85

*[Signature]*  
 14 JAN 1985

*[Signature]*

18 Jan 85

ck w/OK

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

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TRANSMITTAL SLIP		DATE 10 Jan 85
TO: DDA		
ROOM NO. 7D18	BUILDING Hqs	
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FROM: DDI		
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**FD-241**  
**1 FEB 66**

**REPLACES FORM 36-8  
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